

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-1-**

THE WEST VALLEY CITY COUNCIL MET IN STRATEGIC PLANNING SESSION ON FRIDAY FEBRUARY 20, 2015, AT 8:00 A.M., AND ON SATURDAY, FEBRUARY 21, 2015, AT 8:00 A.M., AT THE FAMILY FITNESS CENTER, 5415 WEST 3100 SOUTH, WEST VALLEY CITY, UTAH. THE MEETING WAS CALLED TO ORDER AND CONDUCTED BY MAYOR BIGELOW.

THE FOLLOWING MEMBERS WERE PRESENT:

Ron Bigelow, Mayor  
Corey Rushton, Councilmember At-Large  
Lars Nordfelt, Councilmember At-Large  
Tom Huynh, Councilmember District 1 (Left the meeting as noted)  
Steve Buhler, Councilmember District 2  
Karen Lang, Councilmember District 3  
Steve Vincent, Councilmember District 4

Wayne Pyle, City Manager  
Sheri McKendrick, City Recorder

STAFF PRESENT:

Paul Isaac, Assistant City Manager/HR Director/Acting City Recorder  
Jim Welch, Finance Director

**1. CALL TO ORDER AND AGENDA REVIEW**

The Council gathered for breakfast on-site at 7:30 A.M.

Mayor Bigelow called the meeting to order at 8:00 A.M., reviewed items on the Agenda, and turned time over to the City Manager.

**2. BUDGET AND POLICY UPDATE FROM CITY MANAGER**

City Manager, Wayne Pyle, stated staff would review the budget and personnel issues that would affect the budget, after which he would lead a discussion on projects of interest such as UTOPIA, Fairbourne Station and others.

Finance Director, Jim Welch, began discussion on the budget and indicated the economy was still somewhat sluggish, but remained steady despite some “choppy waters.” He stated inflation seemed to be held at bay, with budgeted revenue at \$69 million and anticipated shortfall in revenues projected at \$861,000. He discussed other revenues, i.e., sales tax at \$21.7 million which was about \$165,000 short of projections and utility tax at \$10.5 million that could be impacted this fiscal year by the weather (although it appeared

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-2-**

to be holding steady for now). He also advised property tax would be at \$26.8 million. He advised the budget was built on annual forecasts.

Upon inquiry by Councilmember Vincent regarding building permit trends, the City Manager advised building permits remained relatively flat.

Councilmember Vincent inquired about the Freeport West project and mentioned building permits should increase due to that development.

Councilmember Buhler inquired about the number of traffic citations and how the court was affected.

Mr. Welch explained court citations would be specifically discussed later in the agenda and the Mayor indicated he also desired to discuss more about the justice court at that time.

The Finance Director explained the municipal cost index that was a forecast of the cost of delivering municipal services. He also explained if there was bad news in the economy it was in the area of consumer confidence. He stated the housing market seemed to be trending upwards with inflation holding steady.

The City Manager and Finance Director discussed sales tax trends and indicated they were almost back at 2008 levels, and expressed confidence that next year would be stronger.

Mayor Bigelow inquired if the City followed the same trend as the State in sales tax revenue growth or lagged behind.

Mr. Welch indicated normally the City growth was higher than the State, but recently had lagged behind. He reminded the Council the State was an aggregate of all the communities and not all communities had seen growth in sales tax. He mentioned, however, in West Valley City's case growth along the 5600 South Corridor and the Valley Fair Mall was slowing so a slowdown was expected over recent years.

Councilmember Rushton expressed the opinion that compared to Sandy City and other communities, West Valley City was holding its own.

Upon inquiry by Councilmember Vincent regarding car sales and heavy equipment businesses, the Finance Director stated those two areas were major contributors to the sales tax revenue, but not necessarily the largest ones.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-3-**

Mayor Bigelow commented that at the State level he had not heard of any cautious thinking about sales tax and wondered if staff had heard anything of concern in that regard. In response, staff advised of nothing heard in that regard.

Finance Director, Jim Welch, discussed property tax revenues and broke down the revenue between general, personal, and motor vehicle tax. He stated property tax had remained relatively flat. He discussed utility taxes and a report that in 2014 utility tax was 9.9 million. He advised cable TV continued to grow while monthly telephone taxes were still trending downward as people seemed to be eliminating landlines to reduce telephone expenses. He indicated natural gas was also trending down this year, however, there was not so much of a drop to be concerned about in spite of the weather.

The Finance Director discussed information relating to the justice court.

Mayor Bigelow discussed the perception that as officers were hired they were instructed to raise revenue by writing tickets. He suggested that philosophically that revenue should be capped and used to pay for court operating costs with the remainder going into a budget line item that would not be used to fund City services. In that way the City could not be accused of writing tickets to supplant operating expenses, including salary increases.

The City Manager indicated that while court revenue surpassed operational expenses the remainder provided upgrades to equipment and other court related expenses.

Councilmember Vincent stated when he campaigned at Hunter Junior High School, he heard complaints from citizens about traffic speeds in front of schools. He reported that at that time he had requested the City Manager direct more patrol within school zones and the Police Department thereafter had stepped up patrol of the schools.

Upon inquiry by Mayor Bigelow regarding where the main traffic problems existed, in neighborhoods or on major intersections, members of the City Council discussed and shared comments, concerns and ideas.

Councilmember Rushton expressed the need for balance between the numbers of traffic filings versus the cost of the ticket.

Councilmember Huynh stated under the City Manager's leadership money was being saved by having detectives share expertise with other cities in solving cases, which had actually saved money and continually helped in minimizing costs. City Manager, Wayne Pyle, expressed agreement. Councilmember Huynh also indicated the City's training efforts were also saving money.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-4-**

Councilmember Vincent indicated there did not seem to be a good way to budget funds for special projects regarding the court, specifically with traffic citations.

Mayor Bigelow stated priorities or emphasis in traffic citations should be focused on patrolling and ticketing drivers speeding in school zones.

City Manager, Wayne Pyle, advised that, in general, tickets were not written unless the offender was speeding 10 miles or more over the posted limit. He indicated, however, there was no tolerance for speeding in a school zone.

Mayor Bigelow requested the City Manager provide the City Council with a memorandum regarding traffic strategy related to enforcement in school zones.

Councilmember Rushton stated the fact that the City had crossing guards indicated consideration for school safety was in fact a number one priority.

Upon inquiry by the Mayor, the City Manager explained that the City managed the crossing guards.

Councilmember Rushton stated regarding the public perception of traffic tickets the City should find ways to use monies collected from drug trafficking and put those funds into parks or other public programs rather than back into paying for enforcement of drug trafficking.

Finance Director, Jim Welch, discussed non-departmental expenses and stated it included everything that did not classify as a single department expense. He advised it included UTOPIA and transfers.

Councilmember Rushton inquired if there was a reasonable way to determine what auditors or others would consider appropriate for the ratio of revenue to debt.

Mr. Welch explained the general obligation bond limit was approximately \$230 million, and while there was no general obligation debt, that level should not be bumped up. He indicated approximately \$5 million was paid each year to service the debt of about \$143 million.

Mayor Bigelow discussed putting aside monies for natural disasters. He inquired the amount of the principal payment of the debt was each year.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-5-**

The Finance Director indicated the principle debt reduction was about \$4-5 million per year with debts going out to the year 2038.

Councilmember Vincent expressed a desire to discuss the fund balance in philosophical terms.

Mr. Welch explained the fund balance was regulated by the State with a minimum unreserved fund balance of 5% of budget and a maximum of no more than 25%. He stated currently the City's fund balance was approximately \$12 million, or 18%.

Councilmember Vincent discussed the fund balance and asked members of the City Council what they thought that number ought to be.

Mayor Bigelow inquired if, during the last recession, there had been only 15% in the unreserved fund balance, what kind of situation would the City be in today.

City Manager, Wayne Pyle, advised that before the recession the City had about 12% in fund balance and after recession went almost to the minimum, which was barely enough. He stated the City Council's policy had been 12% back then, but now hovered around 18%.

Mayor Bigelow suggested the natural disaster fund at the State level be reviewed to see if some City reserves might qualify for matching funds from the State.

Councilmember Buhler inquired about the fund balance minimum and if permission had to be given for use of the minimum.

City Manager, Wayne Pyle, indicated he would text a memorandum to staff regarding exactly what the parameters of Rep. Curt Oda's bill was for matching funds in a natural disaster rebuild scenario.

Mr. Welch stated some cities actually had to spend below the minimum during that same period of time. He explained when that happened the State could come in and run the City budget and determine how to add to the fund. He indicated cities could technically spend fund balance to zero, but not without some consequences. The plans that cities put forth to the State in how they were going to correct the problem was key to what the State might or might not do. He advised that the City Council and the Administration's duty was to carry out that plan and manage the City's funds in a way that retained the fund balance at the minimum level.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-6-**

Councilmember Vincent asked if the capital budget was part of the fund balance line item or was it shown elsewhere. He also inquired if the 4% could be put into the capital budget.

In regard to Councilmember Vincent's inquiry, Mr. Pyle advised it was a separate fund, the City having the Capital Improvement Fund and the General Fund. He stated as the City Council determined or designated projects to be funded through the City's General Fund, the monies were transferred to the Capital Improvement Project (CIP) fund. He further advised if for any reason the projects were delayed, the monies remained in the CIP fund.

Councilmember Rushton stated the 15% seemed a sufficient level of reserves and anything over that should be designated for projects. He indicated, however, even though monies in reserve were at the 15% level, the City should still consider other methods of raising funds, even through property tax increases, if a project was warranted. He expressed agreement for the need to be wise and diligent in planning for future needs such as a rainy day fund for disaster cleanup or rebuild. He also stated in a way he was glad it was down to 5% fund balance, or at our minimum, because it caused the making of hard choices and pushed the Council to make decisions based on priority and needs versus wants.

Mayor Bigelow stated he liked the concept and agreed that there was a difference between the amount put in reserves and the separate identification of unexpected expenses and planning for them. He indicated the reserve amount should take into account a certain degree of flexibility to handle unexpected expenses.

Upon inquiry by Councilmember Lang, the City Manager advised the CIP was a separate budget item.

Mayor Bigelow expressed the importance of maintaining a good balance.

Mayor Bigelow recessed the meeting and the Council and staff took a break at 9:20 A.M., and he reconvened the meeting at 9:38 A.M.

**3. COUNCIL DISCUSSION OF POLICY AND PROGRAM PRIORITIES**

Members of the City Council discussed how much money should be set aside for capital projects.

Mayor Bigelow indicated the majority of people would approve of taking care of what we had.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-7-**

The City Council further discussed the idea of essentially having a fund balance at 12% with a target at 13%, and the remaining funds going to capital projects.

Upon inquiry by the City Manager, the Council requested some time before the lunch break to discuss the Utah Cultural Celebration Center (UCCC) facility.

Upon direction, the Assistant City Manager/HR Director, Paul Isaac, reviewed personnel issues that would affect the FY 2015-2016 Budget.

Mr. Isaac discussed the following:

- Current employment status: 642 full-time benefitted employees and 320 part-time. Current vacancies at 13. Fire employs 97 firefighters/paramedics and six civilian personnel. Police have 195 sworn officers with 45 civilian personnel. Average age of full-time benefitted workforce is 43.
- Annual payroll: \$51,741 million and benefits cost \$15,486 million.
- Health care: we insure over 2000 members, with an average age of 28. Coverage election – 58% family, 18% single and 18% two-party. Over the past five years our average percentage increase in health care costs is 4.18% compared to 10% trend overall, which is 18.47% below average community rating for similar plan designs. During the past six years, West Valley City has never experienced a double digit increase in rates, not typical among municipal employers. Our paid loss ratio is 97.35% (100% is perfect). Savings over the past six years is \$1.5-2.0 million versus trend.
- Employee residency: of the 642 full-time employees, 91 live in West Valley City. (Public employees 66 of 300, Fire two of 102, Police 11 of 195 sworn, Police civilians 12 of 45. There are 164 employees living outside Salt Lake County and of that number there are 69 police officers.
- Salary increase history: proposed increase FY 2015-2016 is 2.56% and FY 2014-2015 was 2.62%. Over the past 10 years, the average increase has been 3.5%. We eliminated the 401-a contribution for all employees in 2012, which has put West Valley City at a lower competitive advantage with other cities.
- Elected officials: annual salaries for other Councils – Salt Lake County \$35,401, Salt Lake City \$23,754, Park City \$21,893, West Valley City \$18,821 and South Jordan \$14,900.

The City Council discussed the Residency Incentives for Police Officers project (attached to the minutes as part of the record).

Councilmember Lang requested staff to review and recommend possible changes to the stipends paid to the various boards in the City.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-8-**

Mayor Bigelow opened the floor to discussion of the Utah Cultural Celebration Center (UCCC) construction project.

Councilmember Rushton expressed concern of not being qualified to determine how the unfinished space should be used and inquired if public input should be obtained to ensure the monies were spent wisely. He recommended a proposal to have a private company like Centennial Management manage the venue to increase revenue.

Mayor Bigelow discussed comments he had heard since being elected that the UCCC should be a defining place and unique to West Valley City. He indicated public input could be allowed, but he felt the Council should give input into the needs for the basement of that facility.

Councilmember Lang expressed need to do more self-sustaining projects.

Councilmember Buhler suggested improvement of what already existed.

Councilmember Vincent reminded that right after the UCCC had been completed, the Council at that time said that if the center was not fully self-sustaining after a period of time the facility would actually be “moth-balled.”

Councilmember Nordfelt suggested the need to understand the needs and desires of the community.

Councilmember Lang recommended consideration of a market study. She discussed previous direction given to focus on the basement, amphitheater and parking.

Mayor Bigelow recessed the meeting at 11:10 A.M. and reconvened the meeting at 11:20 A.M.

Jake Arslanian, Public Works Department, introduced Tom Brennan of EDA Architects, in attendance to provide information and discuss the grand vision for the Utah Cultural Celebration Center (UCCC) facility.

Councilmember Vincent inquired regarding the amphitheater and what it would take to undertake a remodel. Issues including problems with the canal, potential office space downstairs, and what to do with the police substation were discussed.

Mayor Bigelow recessed the meeting for lunch at 12:00 P.M.



**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-9-**

The Mayor, Councilmembers and staff traveled to Chester's Grill at CR England Trucking located at 4701 West 2100 South in West Valley City. They had lunch together and socialized.

Upon return to the Fitness Center, Mayor Bigelow reconvened the meeting at 1:45 P.M.

Mayor Bigelow suggested some issues be discussed with the Utah Cultural Celebration Center Foundation Committee, Historical Society and Cultural Arts Board (CAB). He stated staff could prepare information for each of the committees and ask them to consider how they would like the space to be utilized and to identify issues and concerns, and make recommendations. Staff was also asked to prepare a report that outlined the current programming at the UCCC, including facility usage, percentage of space rented, and other pertinent information.

The City Council discussed the process to identify issues of each Councilmember regarding future policy and strategic direction for the City. Mayor Bigelow asked each Council member to speak on issues desired to be addressed and focused on by staff in the following year.

Councilmember Vincent requested a report from the City Manager regarding the moratorium on residential building standards.

The City Council discussed the Hale Centre Theatre.

The City Council discussed the new commercial zone or commercial infill as a result of the discussion regarding the Aposhian property and 4100 South. The need was expressed to come up with a solid new zone for discussion.

The City Council discussed the potential of the REAL soccer practice field in the event the Utah State Fair Park grounds was not an option.

The City Council discussed improvement of communications with the Council regarding economic development. Councilmember Vincent expressed the need to be "tucked in better" and staff needed to keep the City Council in the loop as developments came down the pipeline.

The City Council discussed Police priorities, and in particular those things most desired by citizens like property crimes. Members of the Council expressed a desire for more face-to-face staff contact with victims of these types of crimes, while recognizing this may require more manpower.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-10-**

Councilmember Huynh asked to be excused from the meeting at 2:02 P.M. Prior to leaving, he identified three issues of importance: police, code enforcement, and CIP funding.

Councilmember Buhler requested reports regarding the Hale Centre Theatre, UTOPIA, Fairbourne Station, the skatepark, Hawkeye Street, and recycling cans at City Hall.

Councilmember Lang discussed the possibility of having police officers attend the neighborhood meetings thus providing more face-to-face contact with citizenry.

The City Council discussed glass and greenery recycling.

The City Council inquired regarding where the extra money or savings from snow removal would be utilized.

The City Council discussed cameras at major intersections for crime such as car chases, stolen cars, and other.

Inquiry was made regarding the number of cars going home with employees.

The City Council discussed an audit of ordinance enforcement to determine repeat offenders and trend for number of citations written.

Upon inquiry, the City Manager discussed the status of the City's golf courses and stated compared with the industry West Valley City was doing well.

The City Council discussed the use of parks including specific issues and concerns.

Councilmember Nordfelt expressed an interest in directing staff to focus more attention on sustainable living and suggested adding a position such as a sustainability specialist. He stated this person could make recommendations to the City Council to address issues and report annually. The position could work with other entities having the same interests and represent the City at those informative meetings. He stated overall this position would assist the City in improving, creating and maintaining those things under which we live and exist in the same environment. Those areas could include nature, including issues surrounding air, water energy, health and land, and cleaning up hazardous waste areas.

The City Council discussed the City's participation in neighborhood improvements by providing funding to specific neighborhoods, streets, including potholes.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-11-**

The City Council discussed that economic focus seemed to be focused on large employers and the City needed to do more for small businesses.

Councilmember Rushton indicated his highest priority would be a skate park.

The City Council discussed the placing of monuments in the City.

The City Council discussed neighborhood improvements.

The City Council discussed co-creator and overall employee compensation packages.

The City Council discussed emergency planning.

The City Council discussed the City motto, mission, and why the City existed.

Mayor Bigelow discussed the Veterans Hall proposal and informed regarding July 24<sup>th</sup> events, Council members budget requests, and the Mayor's concert series.

Skatepark

Upon recapitulation and defining the issues above, the first item discussed in detail was the skate park.

Councilmember Rushton inquired regarding the overall process and the beginning of phase 1.

Upon inquiry by Councilmember Vincent, the City Manager advised the cost for the skatepark would be approximately \$1.2 million, with parking still being an issue. He advised landscaping had been separated out which would be in the northern corner of the proposed site at Centennial Park and storm water monies could be used for that purpose. He reminded the consensus all along had been that the northern end of the property would be totally landscaped. The City Manager explained funds were still short to complete the project, however, there were some commitments from the County and storm water funds. He advised of moving forward with the skatepark and the project could be completed this year, however, an issue was recertification of wetlands from the Army Corps of Engineers for which the City had applied. Some Council members suggested working through Representative Mia Love or other members of congress to move the Corps of Engineers along.

Hale Centre Theatre

City Manager, Wayne Pyle, noted the Council had received the third proposal regarding Hale Centre Theatre and discussed some of the detail of the Theatre's intent to purchase

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-12-**

property in Sandy City. He indicated there were major contributors and Hale was pretty much “mentally gone” from continuing performances in West Valley City.

Councilmember Vincent stated the original proposal included the Theatre putting on plays at the West Valley theater, or at both locations. He indicated now the proposal was not based on West Valley City at all. He expressed belief that representatives of the theatre were not committed at all to West Valley City and an RFP should now be prepared to which Hale could submit a proposal if they desired.

Councilmember Buhler suggested entertaining a lease year to year with monies used for maintenance and keeping the theatre in the City as long as viable.

Councilmember Rushton stated too much time had already been spent talking and the responsible thing would be to go out for bid. He stated the building was great and an outstanding asset to the City.

Councilmember Buhler suggested making known that the theater was available and an RFP would be issued. He indicated “getting in front” with public relations would be wise.

Councilmember Rushton discussed putting out an RFP as early as March 1<sup>st</sup> as Hale Centre Theatre’s lease expires the end of 2016. He expressed the need for an open process and also mentioned Hale’s expectation was not realistic.

City Manager, Wayne Pyle, stated he would direct preparation of the RFP and would advise Hale.

Upon further discussion, Councilmember Rushton expressed the need to define the rent and also to define types of shows, for example Shakespeare for three months, Deseret Star for three months, etc. He stated a new vendor should not be limited on the number of shows.

Neighborhood Priority

Mayor Bigelow discussed the importance of enhancement to neighborhoods. He stated he often heard citizen complaints regarding the number of cars on the street as well as numbers of people living in homes. He discussed streets that could be a public safety hazard, such as Hellas Drive and suggested a review of streets by Fire Department personnel. He suggested signs on snow removal equipment that would read no parking on the street and having a start date to an ending date.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-13-**

Councilmember Buhler and Councilmember Nordfelt discussed restriction of parking on streets and wondered where some people would park their cars.

Mayor Bigelow explained if street parking was prohibited it would mitigate those problems of turning single-family residences into multi-family residences. He indicated parking on the street could be a public safety issue and perhaps a pilot study could determine the impact.

Councilmember Buhler indicated it would be risky for the City to simply eliminate parking. He stated in some cases for fire engines and street sweepers elimination of parking made sense, but he would not be in favor of a blanket no parking on city streets.

Councilmember Rushton stated parking issues were a direct result of planning prior to construction of developments.

Councilmember Vincent expressed agreement there would be a myriad of problems associated with eliminating parking on streets.

Councilmember Vincent discussed making narrower streets with deeper setbacks.

Curb and Gutter

Councilmember Nordfelt stated regarding curb and gutter, some were in disrepair, which discouraged people from moving into a particular neighborhood.

In response, the City Manager advised the City replaced about 5,000 linear feet out of 150,000 feet needing repair on an annual basis. He indicated ways in which to fund curb and gutter repair would include property tax or designation of a special assessment area. He stated the City could implement a mandatory requirement to have the homeowner pay half of the cost for replacement. Finally, he advised the Public Works Director desired to make this matter a higher priority regarding allocation and use of funds.

Mayor Bigelow inquired if the repair and replacement would be cut and more monies put into sidewalk and curb.

Upon inquiry by Councilmember Lang regarding if storm water funds could be used to put in curb and gutter, the City Manager stated there could be a way to do that.

Mayor Bigelow requested the City Manager look into Councilmember Lang's question, with particular focus being in front of or on the way to schools.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-14-**

It was mentioned generally there was approximately 100,000 linear feet of sidewalk in need of repair and most could be fixed by the mud jacking process.

Councilmember Rushton discussed variation in fencing and the desire to have fences be more uniform in nature to create better aesthetics. He discussed the possibility of creating special improvement districts where citizens would participate in helping to fund the replacement of inconsistent fencing.

Councilmember Lang discussed and inquired regarding replacement of broken fences and suggested the possibility of a test area.

Discussion ensued regarding the additional staff workload a test area would create. It was suggested to request staff to advise where the greatest impact could be realized. It was also pointed out some people would not want to participate or “buy in” to such a project.

Councilmember Buhler recommended starting with major roads such as 4100 South.

Upon inquiry by the City Manager, the City Council expressed a consensus of being most concerned about aesthetic uniformity and that staff should come back with some areas where special improvement districts could be implemented.

Regarding repair of gutter and sidewalks, inquiry was made regarding the success of the ones completed of 3100 South and 2700 West in terms of whether the neighbors liked it.

Mr. Pyle advised the referenced project on 3100 South and 2700 West had largely been paid for by the Utah Transit Authority (UTA) and had been accepted for the most part with no complaints. He stated the other somewhat positive was when the fences needed to be replaced that has been done at the City’s cost. He mentioned the City’s preference would have been to put in pre-fab cement not cinderblock. The other disadvantage of it was clearing the sidewalks from snow. Thirdly, one of the reason it had been easy to get neighborhood support was because UTA was paying for it, not the citizens. The City Manager advised having a special improvement district made it harder, but not impossible.

Other Policy and Program Priorities Discussion

Upon inquiry by Councilmember Vincent, the City Manager advised graffiti was able to be removed and where there was more right-of-way, Trex material might be okay.

Mayor Bigelow inquired about the loan program where citizens could do some improvements like landscaping and minor home aesthetics and the City loaned money

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-15-**

and citizens provided the labor. He discussed the importance of assuring processes were followed and suggested involvement by the Clean & Beautiful Committee. He suggested appropriating \$35,000 to that Committee.

Councilmember Lang discussed increasing the number of volunteers on the Clean & Beautiful Committee to 17.

Mayor Bigelow inquired regarding balance in the home improvement loan program including distribution of those funds. He inquired if \$50,000 was too much and if better results would be obtained if those funds were spread around. He expressed desire to continue the loans and the importance of people being responsible in paying them back. He also mentioned the grants were matching.

Councilmember Rushton clarified there were two types of programs, one to fix driveways and one for home improvement.

City Manager, Wayne Pyle, advised he would research and advise the Council regarding questions on budget numbers.

Councilmember Rushton discussed the fiscal impact on homes after remodel and impact on the neighborhood and indicated the \$40,000 investment did pay for itself over a period of time. He also stated we were behind in finding homes to fund.

Mayor Bigelow inquired if more money should be put towards this program, but also noted apparently there was still funding available. He discussed the possibility of inquiring of Home Depot or Lowes to provide the City a discount for this home loan improvement program.

City Manager, Wayne Pyle, advised there were over 2,000 foreclosure properties and only three homes were being remodeled under this program.

Upon inquiry by Councilmember Rushton regarding use of CDBG funds, the City Manager advised one-time monies could be put towards the program.

Mayor Bigelow inquired if the Council would allow him to speak to Kem Gardner regarding a cooperative effort during the Days of '47 Rodeo week to host an event at Centennial Park. He indicated examples would be such as the Mountain Man Rendezvous or a celebration honoring "Father Escalante and the Old Spanish Trail." He stated these would be events that would have admission fees.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-16-**

In that regard, Councilmember Vincent indicated the Parks and Recreation Director had mentioned holding a bull-riding event at the Maverick Center.

Mayor Bigelow advised of a verbal commitment to start a concert series. He also discussed the Veterans Hall proposal and expressed hope for an appropriation from the State to build the Hall.

Councilmember Vincent reported regarding a conversation with Representative Karen Mayne who said she thought the City Council had decided to build the Veterans Hall at Fairbourne Station, but he told her that decision had not been made.

Mayor Bigelow stated the “pitch” included Fairbourne, 5600 West, and the Utah Cultural Celebration Center (UCCC). Councilmembers also mentioned Kearns and Lodestone Park as possible locations.

Mayor Bigelow discussed the possibility of hiring a part-time person to assist the Mayor with projects, and requested approval to hire an intern. Some Council members expressed several concerns regarding this request.

The City Council discussed a sustainability specialist to focus on green space and any environmental impacts to help citizens understand their role in helping the City promote productive harmony in the communities.

Councilmember Nordfelt recommended to not just focus on what the City was doing, but rather what residents were doing. The Council discussed use of incentives for residents to use LED lighting and noted the City should not duplicate similar measures by Rocky Mountain Power.

Councilmember Lang pointed out appropriate zoning would be required for projects such as solar, etc. She discussed appropriate ordinances and the importance of a job description defining responsibilities of a specialist.

Councilmember Rushton discussed the concept of a small business incubator and recalled a great deal of information had been brought back by staff of the Public Relations Division during a recent business trip back east.

Councilmember Vincent discussed the possibility of partnering with the University of Utah who had the number one video graphics in the country. He stated our fiber connections could be leveraged to assist in this area.



**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-17-**

The City Council discussed at length the concept of helping new and existing businesses to develop by providing services such as helping with business basics, networking services, marketing assistance, high-speed Internet access, helping with accounting and finances, providing access to loans, presentation skills, higher education resources, linking to strategic partners and regulatory compliance.

Councilmember Rushton discussed the need for fiber through the UTOPIA network but cautioned if all that was done was getting fiber to the home and the citizens did not put it to appropriate use like enhancing business, then it would have been done for naught.

Councilmember Vincent indicated prior to recess for the day he desired to bring up an issue of concern to him. He indicated he had confirmed that some legislators had inappropriately said things about West Valley City, the City Manager, and the City Council that were blatant lies. He referenced comments such as the City Council did not make policy; they were only puppets to the City Manager who was the real policy maker; the City Manager set the agendas and the Mayor was powerless because the City Manager ran everything from the agendas to strategic planning. He reminded the Council that they had just spent the entire day talking about policy issues and strategic direction and asked where in the notes or on the whiteboard were comments or policy direction by the City Manager. He emphasized the City Council was the policy makers and he would appreciate each member of the Council doing their part when engaging not only legislators but citizens and others by telling them the truth and that this is not appreciated or truthful. He indicated this was damaging to the City, to the Council, and to the City Manager, as well as untrue and offensive.

Mayor Bigelow recessed the Strategic Planning Meeting at 5:00 P.M.

**SATURDAY, FEBRUARY 21, 2015**

Mayor Bigelow reconvened the Strategic Planning Meeting at 8:00 A.M.

The Mayor noted all Council members were present except Councilmember Huynh who was excused.

Staff members presented included City Manager, Wayne Pyle, and Assistant City Manager/HR Director, Paul Isaac.

Continue Other Policy and Program Priorities Discussion

Mayor Bigelow inquired regarding City Council budget requests, for example he desired to put an extra \$150,000 in the budget for City Council directed projects.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-18-**

City Manager, Wayne Pyle, advised the City Council did have an existing contingent budget.

Councilmember Rushton stated as long as funds were transparent on how they were spent he agreed with that concept. He discussed transparency regarding travel expenses and agreed with giving consideration to the Mayor's recommendation regarding Council directed projects.

The City Council discussed methods and procedures regarding funding a Council directed project. Councilmember Rushton reported regarding how approval was obtained by County councilmembers regarding their contingency fund. Mayor Bigelow suggested a preference for the City Council as a body to approve expenditure requests.

Councilmember Lang noted her process of advising Administration and thereafter things were normally taken care of within a short period of time.

It was pointed out most of the items would be in parks or public works and some monies could be used at the Utah Cultural Celebration Center (UCCC) for renting facilities.

Councilmember Vincent expressed agreement with the concept but wondered if it should be done on a Council District basis rather than by a Councilmember.

Mayor Bigelow stated he preferred to test the idea for a year by putting in a lump sum so the entire Council could use it.

Councilmember Lang suggested to start individually and then put things together in a lump sum. She indicated it would be individual, but still need entire Council approval.

Mayor Bigelow suggested it should be an even amount per City Council member and the City Manager, perhaps \$140,000.

(Note: The recorder memory became full at 8:38 A.M. and the recorder shut off. There are only the written notes below for the record of the remainder of the meeting)

Code Enforcement

The City Council discussed code enforcement, in particular repeat offenders.

Councilmember Lang expressed the need to redirect efforts and funds if all that could be done had been done. She indicated that perhaps for efficiency the code enforcement officers needed the capability of doing reports while out in the field.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-19-**

Mayor Bigelow inquired about abandoned cars.

Councilmember Rushton indicated that lessons should be learned from other cities when attempting to reach maximum effectiveness in code enforcement. He suggested ideas such as sending out letters in the spring, dumpster notices, redirect resources, and re-examining the process.

Drive Home Vehicles

Councilmember Lang expressed concern regarding drive home vehicles as she felt it encouraged employees to live further away from West Valley City.

City Manager, Wayne Pyle, advised the cost had been increased and the mileage limited for those living away.

Councilmember Lang suggested limiting employees' ability to take family members in City vehicles. She expressed more concern about the public sector employees than the public safety employees.

Councilmember Rushton expressed prudence in knowing where vehicles were in the event of an emergency.

Cameras at Major Intersections

Councilmember Lang inquired regarding advantages of placing cameras at major intersections to record possible crime, speeding and suspicious activity. She indicated some service providers could store data from the cameras at major intersections.

Councilmember Vincent stated there might already be UDOT (Utah Department of Transportation) camera monitors on those roads.

Councilmember Lang indicated cameras paid off in watching potential drug activities and speeding.

After further discussion, the Council directed the City Manager to research and determine what types of cameras could be used for this purpose. The City Manager indicated he would report back in that regard including feedback and opinions from the Police Department. He advised perhaps a test demo could be done and UDOT would most likely have some information and history as well.

Councilmember Rushton discussed the license plate readers and how the data was stored and how information was used because it had the potential of abuse. He cautioned it kind of had a "big brother" element that could be of concern.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-20-**

Parks

Councilmember Lang stated parks were over programmed and normal citizens could not use the parks with their families. She also stated it seemed parks were not for the neighborhoods any more, but rather for programmed events.

Upon discussion, Councilmember Vincent suggested to finish the flat space at Centennial Park. It was also mentioned this was kind of a good problem to know the parks were being used.

City Manager, Wayne Pyle, suggested that if the concern was limited to a couple of areas perhaps space should be finished at Centennial Park. He advised he would meet with the Parks and Recreation Director and give the Council an update in the near future.

Councilmember Rushton suggested perhaps a couple of the leagues could use other park areas such as Woodledge Park. A question was asked if a neighborhood could pay \$500 to reserve a park for a year.

Councilmember Vincent discussed the Utah Cultural Celebration Center space, after which the Council expressed desire to find additional programming and event space in the parks.

City Manager, Wayne Pyle, advised he would direct the Parks and Recreation Director to move the leagues to Woodledge Park if possible in order to better utilize that park.

Upon inquiry by Councilmember Lang regarding when the skatepark would be finished, the City Manager indicated it would be finished this year as long as the environmental studies were completed.

Employee Compensation and Other Personnel Issues and Benefits

Councilmember Rushton discussed employee compensation with respect to PTO (paid time off).

The City Council discussed the four-day workweek, PTO cash out, and other employee compensation benefits.

Mayor Bigelow recessed the meeting at 10:05 A.M. and reconvened the meeting at 10:20 A.M.

City Identity, Motto and Image

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-21-**

Councilmember Rushton discussed the City's identity, motto, and image. He expressed the need for the City Council to determine and define the kind of city we should be. He questioned were we a city with higher end housing, or were we a city that just chased every shiny new thing that comes along, or should we identify ourselves with sports, like Ogden City, or the fun and entertainment side. He also discussed a particular eastern city and stated how impressed he was with their employees and citizens because it seemed that everyone who spoke about their city had the same story and the same message. He indicated in some ways he felt West Valley City lacked that same continuity and community spirit. He explained in some ways West Valley City was the city that had to go a little further, go the extra mile. He discussed his desire for a concept and theme in the City and more importantly to focus on businesses, employees and citizens to become stronger.

Councilmember Vincent expressed the importance of articulating the City's story in a more defined way and "getting the message out."

Mayor Bigelow commented the one thing West Valley City was currently identified with was public safety. He suggested identifying all the negatives and focusing on turning them into positives.

Councilmember Rushton commented it seemed other cities did not have to push harder as did West Valley City.

Councilmember Buhler indicated he did not like "we try harder" but maybe should be "we are doing better." He stated besides public safety as a negative perhaps our diversity, underserved population, and less affluent population caused the City to have the negative stereotype.

After further discussion, the City Manager was requested to prepare a video (likened to California Soaring) that showed West Valley City and all its amenities.

Councilmember Rushton stated there were three groups that needed to be reached: the employees, the residents/citizens, and visitors to the City (either tourist or employment).

Councilmember Vincent suggested preparation of a short video that would focus on or be geared towards relations, recreation and other event venues.

Councilmember Lang related a personal experience when a lady delivered a lost object to her home. Ms. Lang indicated the lady stated she rarely travelled to West Valley City, but had eaten at Shula's restaurant several times so she at least had one reason to come to the City.

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-22-**

Councilmember Rushton stated he liked the goal of trying harder and perhaps doing a monument i.e., Hank Price (the City's first Mayor) in bronze in place of the umbrella statue.

Mayor Bigelow suggested a theme like "we keep America running" – the City of the past and the City of the future.

Councilmember Vincent talked about the windmills on display at City Hall and other locations and expressed desire to expand those throughout the City.

City Manager, Wayne Pyle, advised the windmill pieces had been placed in strategic locations in order to connect the Valley Fair Mall, City Hall, and out to the Promenade in Fairbourne Station. He stated they could be placed near the monuments at UCCC.

Mayor Bigelow suggested more use of windmills and coloring them. He expressed the need to create something to allow people to relate to West Valley City and suggested allocation of funds in that regard.

Councilmember Lang pointed out there were some areas of the City like Fassio Farms that would be 100 years old this year and covering five generations, and perhaps areas like this would be good places for the statues.

Councilmember Vincent mentioned the possibility of a Pete Harman statue.

Councilmember Rushton mentioned Navaho Code Talkers, and that the most decorated veteran apparently had been a West Valley City resident. He stated these were all ideas for statues and would need to be something that at least showcased the City.

Mayor Bigelow suggested involvement of the Historical Society in coming up with a list of things to do.

Councilmember Vincent suggested hosting a reunion inviting people who had ties with West Valley City.

City Manager Review of City Council Defined Goals

City Manager, Wayne Pyle, reviewed the goals defined by the City Council last year. He showed the Council work that had been done with the dashboard concept. Mr. Pyle advised that he had asked each department what was the most important for them for the Council members to see. He indicated the Council had suggested other things like how

**MINUTES OF COUNCIL STRATEGIC PLANNING MEETING  
FEBRUARY 20 AND 21, 2015**

**-23-**

many attended Grizzly games, sales tax revenue report, and were businesses staying here and how many were moving in. The City Manager gave the Council the web page to the dashboard.

Mr. Pyle reviewed the increase uniqueness goal by explaining the assignment he gave to the staff and he brought up the Fire Department's idea of painting fire engines on the road to indicate the parking and he talked about the idea of a major bike race at Highbury.

The City Manager also discussed residency incentives and City Council instructed to proceed.

Upon inquiry, the City Manager gave a brief overview of the status of the continued negotiations with Macquarie's proposal regarding UTOPIA.

THERE BEING NO FURTHER BUSINESS OF THE WEST VALLEY CITY COUNCIL, THE STRATEGIC PLANNING MEETING OF FEBRUARY 20 AND 21, 2015, WAS ADJOURNED ON SATURDAY AT 1:20 P.M. BY MAYOR BIGELOW.

I hereby certify the foregoing to be a true, accurate and complete record of the proceedings of the Strategic Planning Meeting of the West Valley City Council held Friday, February 20, 2015, and Saturday, February 21, 2015.

---

Paul Isaac, Acting City Recorder